



Departmental Quarterly Performance Report

Miami-Dade Water and Sewer Department

**Reporting Period:
FY 02-03
Fourth Quarter**

I. Performance Initiatives	Page 2
II. Personnel Status	Page 14
III. Financial Performance	Page 15
IV. Department Director Review	Page 17

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DRAFT

Department Name: Miami-Dade Water and Sewer Department

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MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

Goal: Provide a more expeditious plans processing review system

Objectives:

- Achieve an average 30-day turn around time for dry runs, versus 6-8 weeks actual time
- Achieve an average 15-day turn around time for final drawing approval, versus 3-6- weeks actual time
- Create a Walk-Thru Review Process for small projects, versus 2-3 weeks actual time (This objective is being reevaluated to be replaced by a smaller turn around time for smaller projects)

Performance Measures:

Number of plans received: **410**
 Number of plans received per employee: **68.3**
 Average turn around time Dry runs: **15.45 days**
 Average turn around time Finals: **13.14 days**
 Number of plans approved – Water: **63**
 Number of plans approved - Sewer: **20**
 Number of customer's feed back: **78**
 Customer satisfaction rating: **Very Good**

☐ *Strategic Plan*
☒ ***Business Plan***
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *ECC Project*
☐ *Workforce Dev.*
☐ *Audit Response*
☐ *Other* _____
 (Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

Goal: Enhance customer satisfaction through the new client server Customer Information System (CIS)

Objectives 1:

- Provide improvements to the CIS

Performance measures:

Number of CIS enhancements implemented by September 30, 2003

Five additional enhancements were implemented during the fourth quarter

1. **Collect process-days between reviews** Reduced the number of days each account is reviewed for prior indebtedness from thirty (30) to twenty five (25) days.
2. **Comments on field activities for NSF payments** Adding information on field activities comment line for any NSF payments on the account in the last 90 calendar days. Maximum of four (4).
3. **Reading types** Added two (2) new reading types "pro-rated reading" and "comp reading" to better identify the type of readings entered in the system.
4. **Change cycle to CLSD** Created script that changes the bill cycle for closed accounts in order for the system not to review them nightly and speed up the billing process.
5. **Apply credit program** Changed the program in order to allow the application of credits from all service agreements with non-active/non pending start status.

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<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Goal: Enhance customer satisfaction through the new client server Customer Information System (CIS) (Continued)</p> <p>Objective 2:</p> <ul style="list-style-type: none">• Reduce average phone calls waiting time for customers from 4 to 2 minutes. <p>Performance measure:</p> <p>Average response time</p> <p>Work remains pending on these items. Additional permanent personnel have been approved in the County's budget for FY 03-04. The selection and appointment process has been frozen in accordance with County policy. Upon the acquisition of additional monitoring software and enhancements for the Interactive Voice Response (IVR) equipment, along with the appointment and training of the additional permanent personnel; the organizational structure of the Call Center will be changed to support a "One-call" process to reduce the average call wait time and improve customer service. Due to a delay in implementing the monitoring equipment, the Performance Measure cannot be calculated at this time.</p>	<p><u>√</u> Strategic Plan Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Goal: Provide Improved Potable Water Quality in South Miami-Dade County</p> <p>Objective 1:</p> <ul style="list-style-type: none">• Obtain approval for the location of new wellfields. <p>Performance Measure:</p> <p>Obtain Water Use Permit from South Florida Water Management District by September 2003</p> <p>Permit was approved on March 13, 2003</p> <p>Objective 2:</p> <p>Perform Pilot Testing of Membranes for new plant. Receiving test membranes by end of July, commencing tests in August.</p> <p>Performance Measure:</p> <p>Complete test and issue engineering report, recommending 3 membranes by December 2003</p> <p>Five responses to RFQ No 55 have been selected. Procurement is notifying and asking to submit membrane elements to the firm of Camp Dresser and McKee for testing,</p>	<p><u>√</u> Strategic Plan Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u>Fiscal Responsibility</u></p> <p>Goal: Reduce financial impact to the county by modifying the Interim Peak Flow Study for Wastewater Facilities</p> <p>Objective 1:</p> <ul style="list-style-type: none"> Obtain approval from EPA for Lateral Pilot Study, including time allocation and associated extension for Peak Flow Study submittal by December 2002 <p>Performance Measure:</p> <p>Obtain Lateral Pilot Study approval by December 2002</p> <p>Lateral Pilot Study was approved by the EPA on January 25th 2002. As a result of this study, the Peak Flow Management Study submittal date has been extended to February 8, 2007</p> <p>Objective 2:</p> <ul style="list-style-type: none"> Obtain regulatory approval (EPA & DEP) for alternative wastewater treatment during storm conditions <p>Performance Measure:</p> <p>Obtain Permit modification by March 2003</p> <p>Permit application was submitted to the EPA on August 12, 2003. EPA is still reviewing. The proposed Florida Department of Environmental Protection Consent Order allows for the consideration of alternative treatment for the South District Wastewater Treatment Plant.</p>	<p><input checked="" type="checkbox"/> Strategic Plan</p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u>Fiscal Responsibility</u></p> <p>Goal: To reduce WASD Inventory System-wide</p> <p>Objective:</p> <ul style="list-style-type: none"> Reduce the actual physical inventory of the department by 5% during FY 2002-03 <p>Performance Measure:</p> <p>Amount of savings from implementation of tasks</p> <p>Criteria have been established and meetings have been held with the users of materials in the respective divisions. However, the department added additional line items of inventory in the amount of 2.4%, as result of clean up of maintenance bench stock that was added to the inventory pursuant to audit concerns. This was an unanticipated event and resulted in the department not meeting the overall goal.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u>Fiscal Responsibility</u></p> <p>Goal: To reduce unnecessary charge related to printing charges</p> <p>Objective:</p> <ul style="list-style-type: none"> Reduce capital purchases of laser printers and secure copier machines that can provide network printing and scanning features <p>Performance Measure:</p> <p>Amount of savings from network on copiers and reduction of costs associated with the laser printers vs. providing service</p> <p>The Douglas Road Facility has been fully implemented with copiers that provide both scanning and network printing capacity. Approximately 15% of the outer facilities have been upgraded to date. No new installations of single use scanners have been done this fiscal year, nor have any new printers been added to the capital inventory.</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <u>People</u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Goal: Provide additional training to existing staff</p> <p>Objective:</p> <ul style="list-style-type: none"> Train 1042 employees per quarter. <p>Performance Measure:</p> <p><u>Number of employee trained per quarter:</u> In the first quarter, 385 employees were trained. In the second quarter, 1,194 employees were trained. In the third quarter 704 employees were trained. In the fourth quarter 1,256 employees were trained.</p> <p>Total scheduled for training: 1,456</p> <p>Total who attended/passed training: 1256 Percentage who attended: 86%</p> <p>Total no-show: 200 Percentage no-show: 17%</p> <p>Total failed: 0</p> <p>Total incomplete: 0</p> <p><u>The following courses have been revised/updated:</u> Bloodborne Pathogens; Customer Service Excellence; Right-To-Know; Workplace Violence Prevention; Ethics in County Government; New Employee Safety; Slips, Trips and Falls; Forklift Safety.</p> <p><u>The following courses have been created:</u> PSM Training (managers); PSM Operations & Maintenance WT; PSM Operations & Maintenance WW; Safety Committee Training; Hazardous Waste Training; Asbestos Training.</p> <p><u>Courses being offered through partnership with Miami-Dade College:</u> Beginning Spanish – 2 Terms; Intermediate Conversational Spanish – 1 Term</p> <p><u>Contracted courses:</u> MOT; HAZWOPER 16 Hour; Mobile Hydraulic Crane.</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> <i>(Describe)</i></p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Implement new retail rates for water and wastewater as approved.</p> <p>Implemented October 1, 2002</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <u>✓</u> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue implementation of a \$ 1 billion wastewater facilities improvement program to satisfy the requirements of two federal consent decrees and two state settlement agreements; additional requirements under decrees and agreements have extended the anticipated completion date to January 2010. Program improvements include upgrade of the wastewater collection, transmission, treatment, and disposal systems.</p> <p>Ongoing. As of September 2003; 1,299 milestones have been completed.</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <u>✓</u> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <u>People</u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Provide subsidy to the City of North Miami Beach to reimburse for water and sewer surcharge, charged by the City to UMSA residents living in single-family homes (not to exceed \$ 786,000)</p> <p>This agreement was sent on December 24, 2002 to NMB City Manager for signature to provide for subsidy to residents in UMSA served by the City of North Miami Beach and has not been Signed. Modifications would be necessary to address the creation of City of Miami Gardens.</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <u>✓</u> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <u>People</u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to modernize and rehabilitate water and wastewater systems, expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands. Improve water treatment process to satisfy new standards, and promote water conservation</p> <p>The updated water and wastewater facilities master plans, that include these projects, was approved by the BCC on July 22, 2003.</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <u>✓</u> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <u>People</u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue connecting park sewers (funding of \$3 million provided by Miami-Dade Water and Sewer Department)</p> <p>Review of park projects is ongoing, with possible reduction or deletion of certain parks.</p>	<p><u>✓</u> <i>Strategic Plan</i> <u>✓</u> <i>Business Plan</i> <u>✓</u> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Restore road and rights-of-way of streets surrounding the Hialeah-Preston Water Treatment Plants</p> <p>MDWASD has abandoned the 3rd Avenue project and replaced it by a shorter, more economical version on the 2nd Avenue. The engineering design is progressing. Construction of this line will not impact the recently improved 9th Street project. The City can now plan its drainage work and the re-surfacing required, as a result, that will be the responsibility of the City.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to upgrade wastewater pump stations and transmission mains</p> <p>Through Sept 30, 2003, a total of 220 additional remedial action plans have been prepared and submitted to the USEPA, per the requirements of Paragraph 16(C)(x) in the First Partial Consent Decree (FPCD). During the last quarter, 2 additional remedial action plans were submitted and 7 additional remedial action plans, were certified to the USEPA. This brings the total certified additional remedial action plans to 180 through September 30, 2003.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Conduct a feasibility study of a gray-water recycling project to irrigate Crandon Golf Course</p> <p>MDWASD continues to meet with the Parks Department and the South Florida Water Management District to address the feasibility of using reclaimed water to irrigate various parks, including Crandon.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue Phase II water and sewer improvements along NW 7th Ave south of the Little River canal</p> <p>Project is 98% completed. There are punch list items to be completed as well as claims by the Design-Build contractor that have to be resolved. WASD is filing liquidated damages against the contractor for failing to complete the project on time.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue water and sewer improvements along NW 32nd Ave</p> <p>The project is completed. However, it was discovered that there was design items omitted on the original contract. This has been corrected with an allowance account authorization that is being processed. As a result, the project is deemed to be 98% completed.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Begin preliminary planning and design for the installation of water distribution and sewage collection systems to service the Perrine-Cutler Ridge business area from SW 168th Street to 184th Street and from SW 97th Avenue to the bus way.</p> <p>Cost estimate for water and sewer system will be provided to Public Works which will determine assessment based on “frontage” or “area”. Information will be presented to Perrine Cutler Ridge Community Council on Oct 28, 2003. If the owners of the properties included in the project special taxing district decide to go head, a petition can be initiated.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Take over responsibility for maintenance, repair, and operation of County-owned pump stations from P&R, C&R, and GSA</p> <p>Per the Assistant County Manager, the funds are to be used for the new turf of the soccer park next to the Southwest Wellfield, for wellfield protection. No further action needed.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Begin implementation of a new financial system</p> <p>Pending completion of RFP selection process. At this time, MDWASD is unable to determine the final selection date because the Cone of Silence is still in effect.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to inspect and rehabilitate gravity sewers to reduce infiltration and inflow</p> <p>Ongoing.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants</p> <p>Ongoing.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Implementation of reuse program at the Central and South District Wastewater Treatment Plants</p> <p>Completed in FY 01-02</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Improvements at the Central District Wastewater Treatment Plant, including digesters improvements, emergency generators, sludge holding tanks, gravity sludge thickener improvements.</p> <p>Continue to evaluate the digester covers and sludge transfer. The generator footings are revised to show piles. Waiting for comment from Plant Maintenance to resubmit for permit. The sludge holding tank and the gravity sludge thickener are in the planning process.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue multiyear water program addressing water pumping, treatment, transmission, and distribution capacity required under the Comprehensive Development Master Plan (CDMP)</p> <p>The Water Facilities Master Plan has been updated to meet the projected demands to the year 2020. The Plan was approved by the BCC on July 22, 2003.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>\$75,000 Funding for the South Florida Resource Center Mobile Irrigation Lab. will be provided by the Water and Sewer Department</p> <p>The fourth quarterly payment, in the amount of \$18,750.00, was made on October 10, 2003; for a total year to date payment of \$75,000.00</p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Fourth Quarter

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

Funding for the sewer connection from NW 7th Avenue to 27th Avenue along 183rd Street (\$3 million) and the sewer main relocation for the Carol City Community Center (\$255,000).

An inter-local agreement has been approved by the City of North Miami Beach, pending County approval, for the sewer installation along 183rd Street. A joint project agreement with the Florida Department of Transportation has been signed for the construction, which is anticipated to begin January 1, 2004. Estimated project cost is approximately \$1.5 million.

The sewer main relocation for the Carol City Community Center was completed in April 2003.

☐ Strategic Plan
☐ Business Plan
☒ **Budgeted Priorities**
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☐ Other _____
 (Describe)

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

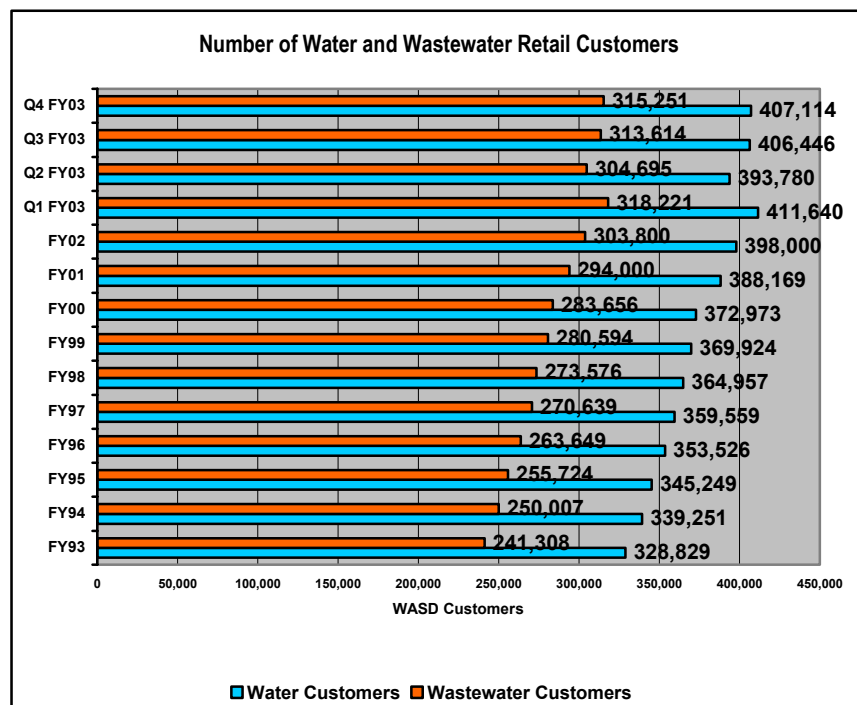
Funding for projects along NW 79th Street and along NW 27th Avenue from 54th Street to 135th Street will be obtained from grants and from the Water and Sewer Department

EPA Grant of \$500,000 available for the design of NW 79th Street project. Grant agreement anticipated in November 2004.

☐ Strategic Plan
☐ Business Plan
☒ **Budgeted Priorities**
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☐ Other _____
 (Describe)

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

Number of water and sewer customers



☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ Other _____
 (Describe)

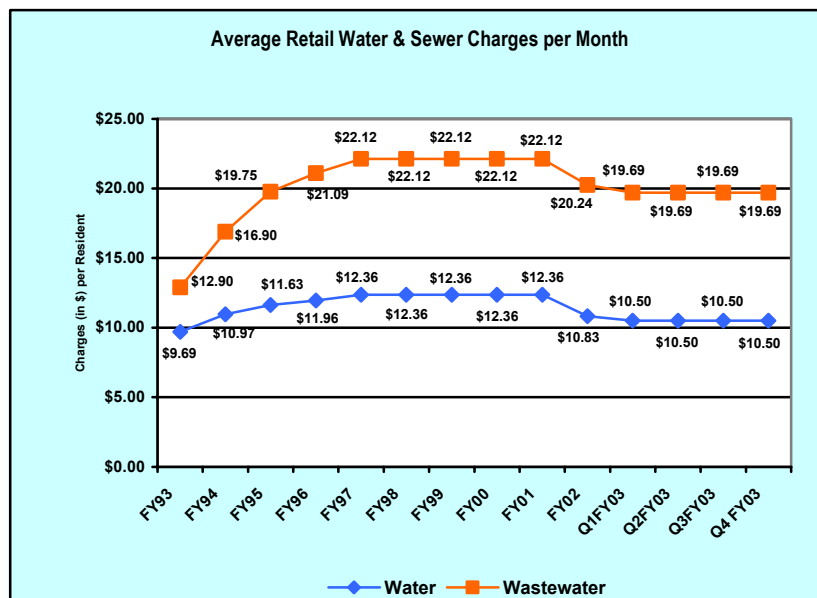
Department Workload Indicator

Departmental Quarterly Performance Report
Department Name: Miami-Dade Water and Sewer Department
Reporting Period: FY 02-03, Fourth Quarter

DRAFT

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

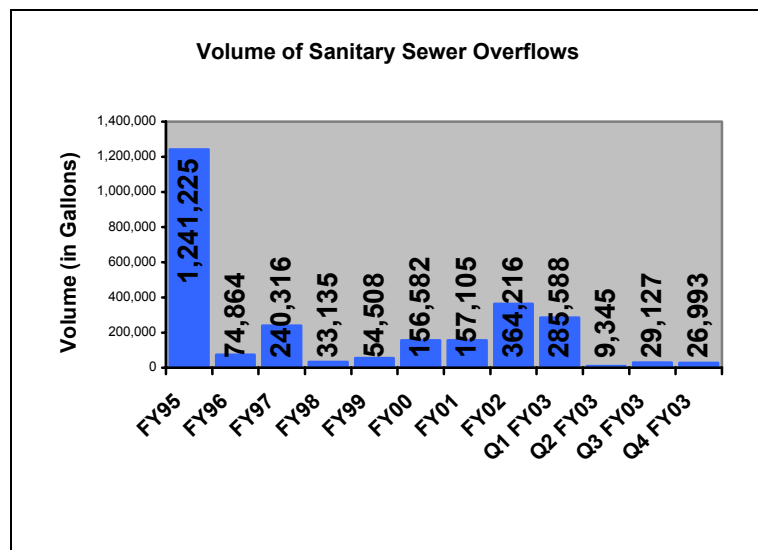
Average retail water and sewer charges per month



☐ Strategic Plan
☐ Business Plan
☒ **Budgeted Priorities**
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☐ Other _____
 (Describe)

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Performance Measure: Volume of Sanitary Sewer Overflows



☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ **Other** _____
 (Describe)

**Department
Performance
Measure**

NOTE: The volume of overflows excludes those caused by severe storms, contractor breaking a pipe or vandalism. The severe storms include Tropical Storm Gordon (FY95), the October 1998 storm, Hurricane Irene (FY00) and the No-name Storm of October 2000 (FY01). Due to complex and interrelated conditions on 6-21-02, Pump Station #2 experienced a spill of more than 300,000 gallons

Departmental Quarterly Performance Report

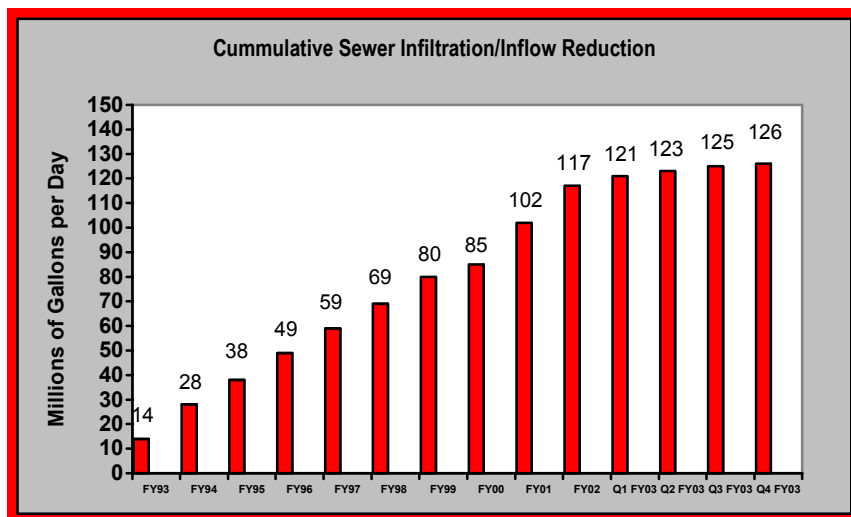
DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Fourth Quarter

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Performance Measure: Infiltration and Inflow reduction



Note The 1st and 2nd Quarters figures have been changed

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ **Other**
 (Describe)

**Department
Performance
Measure**

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Efficiency Program –WASD estimates that, for FY 02-03, efficiency savings will amount to \$4,815,320.

The County Manager's Award and Recognition Committee is scheduled to meet the last week of October to finalize and verify department-wide efficiency savings.

WASD anticipates completing the necessary documentation for a bonus check to be distributed on December 12, 2003.

The Vehicle Maintenance PIT made a presentation to the POWER Efficiency Committee.

The recommendation included in-house vehicle maintenance with projected savings of over \$2,350,000 over a five year period.

The POWER committee recommended that a presentation be made to the Office of Performance Improvement (OPI).

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ **ECC Project**
☐ Audit Response
☐ Other
 (Describe)

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

Memorandum of Understanding (MOU) ECC Report # 809 –

WASD, the Office of Performance Improvement (OPI), and the Unions (Government Supervisors Association of South Florida and AFSCME Local 121) are developing a Memorandum Of Understanding (MOU) that will assist with measuring performance and rewarding employees through gain-sharing. MDWASD has developed two sets of performance measures: one department-wide and the other by assistant director group (2). These measures will be used for the first year of the MOU (FY04). Two years of historic data and recommended targets are being collected for each measure. More meetings need to be schedule with OPI, MDWASD and the Unions to finalize the MOU and performance target for each measure. It is anticipated that the MOU will be finalized, with a gain-sharing component, by the end of December 2003.

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ **ECC Project**
☐ Audit Response
☐ Other
 (Describe)

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Fourth Quarter

County Mgr. Priority (Circle One): *People* *Service* *Technology* *Fiscal Responsibility*

Financial Plan

On September 17, 2003, the Board of County Commissioners approved the County's FY 03-04 proposed budget which included a 6% overall revenue requirement increase for the Miami-Dade Water and Sewer Department. This equates to a 6.5% increase for the average 7,500 gallon combined water and wastewater residential customer's consumption, or an increase of \$1.95 per month.

☐ *Strategic Plan*
☐ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *Workforce Dev.*
☒ ***ECC Project***
☐ *Audit Response*
☐ *Other* _____
(Describe)

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Fourth Quarter

PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL- TIME POSITIONS *	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	2,343	02-03	2,380	145	2,398	127	2,358	167	2,368	157

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Security positions, customer service overages, other overages.

(0810) Administrative Officer 1

(5712) W&S Office Support Specialist 2

(5802) W&S Clerk 2

(5802) W&S Semi-Skilled Laborer

(5852) Treatment Plant Operator 1

(5940) New Business Representative

(5719) W&S Secretary

(5904) Customer Service Supervisor 1

C. Turnover Issues

Promotional positions – each time there is a promotion in one tier, it affects the other positions.

(5541) Pipe fitter Supervisor 2

(5861) Lime Production Plant Operator

(5574) W&S Service Technician Supervisor

(5904) Customer Service Supervisor 1

(5748) Customer Service Representative 1

(5940) New Business Representative

(5749) Customer Service Representative 2

(5972) W&S Plant Maintenance Supv.

(5853) Treatment Plant Operator 2

(5974) W&S Mech. Maintenance Supv.

D. Skill/Hiring Issues

- Salary levels for technical staff.
- County-wide hiring freeze since April 25, 2003.

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

- 71 Agency Temporary Employees
- No Part-time employees

F. Other Issues

- Positions on “CK” status (injuries)
- Residency requirement – qualified applicant from bordering County
- Lack of qualified applicants – Wastewater Chief, Customer Service Chief, Security Chief.
- Significant number of workforce will be retiring from the department in the next 3 years.
Needs succession plan for entire department

Departmental Quarterly Performance Report
Department Name: Miami-Dade Water and Sewer Department
Reporting Period: FY 02-03, Fourth Quarter

DRAFT

FINANCIAL SUMMARY

	FY 2001-2002 Actual	FY 2002-2003						
		Total Annual Budget	Quarter 4		Year-To-Date			% of Annual Budget
			Budget	Actual	Budget	Actual	Variance	
Revenues								
Water Revenues	\$151,095,000	\$155,898,000	\$38,974,500	\$38,752,000	\$155,898,000	\$154,757,000	(\$1,141,000)	99%
Wastewater Revenues	\$203,012,000	\$203,353,000	\$50,838,250	\$54,514,000	\$203,353,000	\$207,341,000	\$3,988,000	102%
Non-Operating Revenues	\$19,409,000	\$28,566,000	\$7,141,500	\$3,771,000	\$28,566,000	\$15,363,000	(\$13,203,000)	54%
Transfers From Other Funds	\$33,895,000	\$33,988,000	\$8,497,000	\$0	\$33,988,000	\$0	(\$33,988,000)	0%
Cash Carryover Reserve	\$34,646,000	\$36,642,000	\$0	\$0	\$36,642,000	\$36,642,000	\$0	100%
Total Revenues	\$442,057,000	\$458,447,000	\$105,451,250	\$97,037,000	\$458,447,000	\$414,103,000	(\$44,344,000)	
Expenditures								
Water Production & Distribution	\$48,220,000	\$61,270,000	\$15,317,500	\$18,525,000	\$61,270,000	\$54,274,000	\$6,996,000	89%
Wastewater Collection & Treatment	\$86,422,000	\$92,235,000	\$23,058,750	\$25,515,000	\$92,235,000	\$91,246,000	\$989,000	99%
Engineering & Construction	\$8,904,000	\$13,592,000	\$3,398,000	\$2,701,000	\$13,592,000	\$10,520,000	\$3,072,000	77%
Finance/Customer Service	\$37,225,000	\$43,568,000	\$10,892,000	\$10,509,000	\$43,568,000	\$38,228,000	\$5,340,000	88%
Administrative/ Departmental Support	\$16,101,000	\$15,458,000	\$3,864,500	\$7,063,000	\$15,458,000	\$21,292,000	(\$5,834,000)	138%
Sub-Total Expenditures	\$196,872,000	\$226,123,000	\$56,530,750	\$64,313,000	\$226,123,000	\$215,560,000	\$10,563,000	95%
Non-Operating Expenditures								
Non-Operating Expenditures	\$133,000	\$5,976,000	\$1,494,000	\$103,000	\$5,976,000	\$4,920,000	\$1,056,000	82%
2002-03 Cash Req. Per Bond Ordinance	\$36,642,000	\$37,686,000	\$0	\$0	\$37,686,000	\$37,686,000	\$0	100%
Sub-Total Non-Operating Expenditures	\$36,775,000	\$43,662,000	\$1,494,000	\$103,000	\$43,662,000	\$42,606,000	\$1,056,000	
Transfers To Other Funds								
Transfers To Debt Service	\$113,136,000	\$118,337,000	\$29,584,250	\$10,469,000	\$118,337,000	\$120,513,000	(\$2,176,000)	102%
Transfers To Capital	\$62,239,000	\$69,059,000	\$17,264,750	\$15,642,000	\$69,059,000	\$68,902,000	\$157,000	100%
Transfers To/(From) Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Operating Transfers To County General Fund	\$33,035,000	\$1,266,000	\$316,500	\$8,013,000	\$1,266,000	\$37,427,000	(\$36,161,000)	2956%
Sub-Total Transfers To Other Funds	\$208,410,000	\$188,662,000	\$47,165,500	\$34,124,000	\$188,662,000	\$226,842,000	(\$38,180,000)	
Total Expenditures	\$442,057,000	\$458,447,000	\$105,190,250	\$98,540,000	\$458,447,000	\$485,008,000	(\$26,561,000)	
Revenues Less Expenditures	\$0	\$0	\$261,000	(\$1,503,000)	\$0	(\$70,905,000)		

Departmental Quarterly Performance Report**DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 02-03, Fourth Quarter****EQUITY IN POOLED CASH ***

Fund	FY 2001-2002 Actual Fund Balance	Projected at Year-End as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate Stabilization Fund	\$90,915,216	\$90,262,470	\$90,262,470	\$23,665,000	not available
General Reserve Fund	\$58,942,752	\$58,412,651	\$58,412,651	\$56,646,000	not available
Renewal & Replacement Fund	\$60,432,059	\$72,648,675	\$69,898,675	\$49,356,000	not available
Series 1994 Construction Fund	\$3,282,738	\$3,905,278	\$3,742,778	\$2,633,000	not available
Special Construction Fund	\$11,159,260	\$11,077,146	\$11,090,146	\$10,402,073	not available
Plant Expansion Fund	\$94,572,475	\$98,008,038	\$100,301,788	\$116,755,935	not available
Fire Hydrant Fund	\$4,306,921	\$5,154,027	\$4,471,777	\$3,666,347	not available
Series 1995 Construction Fund	\$61,350,107	\$61,664,947	\$59,863,697	\$54,145,000	not available
Series 1997 Construction Fund	\$181,509,292	\$182,616,680	\$175,517,430	\$153,313,000	not available
Series 1999 Construction Fund	\$119,087,476	\$119,068,859	\$117,616,359	\$113,277,000	not available
Total	\$685,558,296	\$702,818,771	\$691,177,771	\$583,859,355	not available

* Projected Year-End Balances reflect fund balances; not cash balances.

Comments:

The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

FY 2002-2003 Operating Transfer is shown net of \$30,786,000 Transfer from General Reserve Fund. FY 2002-2003 Operating Transfer is \$32,052,000.

Actual expenditures are based on Preliminary Financial Statements for September 2003.

Footnotes for Financial Summary

- 1- Variation of Non-Operating Revenues due to lower interest earnings resulting primarily from lower interest rates.
- 2- Department Transfers from/to Other Funds do not occur until the flow of funds entry has been processed.
- 3- Variation of Operating Expenditures primarily due to lower than anticipated chemicals and outside services.
- 4- Variation of Non-Operating Expenditures due to the amortization of the expenses for the removal of Calcium Carbonate (CACO3) from the lagoons at the water plants which did not occur during this fiscal year.

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted total expenditures and available revenues)

As reflected in the footnotes, the negative variance for Non-Operating Revenues is due to lower interest earnings based on lower interest rates for investments. The negative variance for Transfers from Other Funds is because the transfers do not occur until the flow of funds has been processed. Therefore, the Financial Summary reflects a \$70,905,000 negative balance.

It is anticipated that utilization of the Rate Stabilization Fund will be necessary to close-out Fiscal Year 2002-2003 in the approximate amount of \$65 million.

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Fourth Quarter

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

As reflected in the footnotes, the negative variance for Non-Operating Revenues is due to lower interest earnings based on lower interest rates for investments. The negative variance for Transfers from Other Funds is because the transfers do not occur until the flow of funds has been processed. Therefore, the Financial Summary reflects a \$70,905,000 negative balance.

It is anticipated that utilization of the Rate Stabilization Fund will be necessary to closeout Fiscal Year 2002-2003 in the approximate amount of \$65 million.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report.

Signature

Department Director

Date_____